Creating Conscious Inclusion
TRIBALISM

BANNED!

STOP LYING
Tribalism is Fed by Fear
Being Right

Ends Justify the Means

Being Righteous

Demonization, Stereotyping, and Bias
Fear intensifies Bias
Unconscious Bias in Action
Law firm partners were sent a memo from “Thomas Meyer” with 22 spelling, grammar, technical analytic errors...

4.1/5
10.2 Errors Found

“HAS POTENTIAL”
“GOOD ANALYTICAL SKILLS”
“GENERALLY GOOD WRITER BUT NEEDS TO WORK ON...”

3.2/5
14.6 Errors Found

“NEEDS A LOT OF WORK”
“AVERAGE AT BEST”
“CAN’T BELIEVE HE WENT TO NYU...”

Arin Reeves
Police kill a disproportionate number of black people

<table>
<thead>
<tr>
<th></th>
<th>US population</th>
<th>All people killed by police</th>
<th>People killed by policing while not attacking</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLACK</td>
<td>13%</td>
<td>31%</td>
<td>39%</td>
</tr>
<tr>
<td>HISPANIC</td>
<td>17%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>WHITE</td>
<td>63%</td>
<td>52%</td>
<td>46%</td>
</tr>
</tbody>
</table>
If you have a brain, you are biased!
What is bias?

A tendency or inclination that results in judgment without question.

- An automatic response
- A shortcut to interact with our world
We don’t think the way we think we think!
How much do we really know?
THE ATTENTION TEST
The McGurk Effect
“Our brains seem to have evolved to be good enough, most of the time.”

Sukhvinder Singh Obhi, PhD
Director, Brain, Body and Action Laboratory, McMaster University, Hamilton, Ontario, Canada
Projection
John Fetterman
• Mayor of Braddock, PA (a suburb of Pittsburgh) – the tattoo on his arm is the zip code!
• Has a Master’s degree in Public Policy from Harvard
• Served in the Americorps
• Received international media attention for the economic revitalization programming he started in his community
• Candidate for Lieutenant Governor in Pennsylvania

Ted Bundy
• American serial killer and rapist.
• Confessed to killing 30 women
U.S. Astronauts
A Militia initiation?

56-year old Larry Duncan and 48-year old Randy Shepherd receiving their marriage license on the first day of marriage equality in Washington State, December 6, 2012
The Neurobiology of Fear and Bias
We don’t think the way we think we think!
Catalyzing person or circumstance

Fast Brain

Background

Catalyzing person or circumstance
Our “fast brain” can lead us to make questionable decisions...
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Catalyzing person or circumstance

Fast Brain

Slow Brain

Background

Catalyzing person or circumstance
Created by John Ridley Stroop, 1935
Catalyzing person or circumstance

**AMYGDALA HIJACKING**

**Slow (Thinking) Brain**

Adrenaline
Epinephrine
Cortisol

Background

Catalyzing person or circumstance
Amygdala Hijacking Causes...

**Reactive Responses**
- Fight
- Flight
- Freeze

**Protective Responses**
- Desire for control
- Authoritarianism

**Narrowed Thinking and Interpretations**
- Permanence
- Pervasiveness
- Personalization (internally and externally)

Ben Palmer, PhD
Fear intensifies “Us vs. Them” Thinking!
BELONGING
Diversity

Inclusion

Belonging

NEW YEAR'S EVE BENEFIT DANCE

FEATURING LIVE MUSIC FROM DJ SCOTT

Monday, December 31st
12:00 AM

Tickets are $20.00 pp
*All proceeds go to the Hurricane Relief Fund*

First Presbyterian Church in Jamaica
Magill Auditorium
89-60 164th Street * Jamaica, NY 11432
(718) 526-4775

Refreshments will be served

Join us For Our Watch Night Services
10:00 PM - 12:00 AM (Open to All)

MUSIC
What Characterizes Belonging?

- Shared Identity
- Shared Destiny
- Sense of Interdependence
- Shared Values
- Ability to be Oneself
Why is “Belonging” Important to organizational Life? Employees who feel a sense of belonging...

• ...perform at a higher level
• ...are more creative and innovative
• ...are more inclusive
• ...are less likely to leave
• ...are more likely to represent the organization positively
• ...are more likely to treat customers and other stakeholders well

...all of which leads to greater organizational success and profitability
Maslow’s Hierarchy

- Physiological
- Safety
- Belongingness
- Esteem
- Self-Actualization

Abraham Maslow, 1943
“...being excluded from a group triggers activity in the same regions of the brain associated with physical pain.”

Kipling D. Williams, Purdue University, 2007
Belonging and Addiction
The Power of Social Conformity
Questions

• Have you ever found yourself agreeing with something that you don’t really agree with, in order to go along with a group of people?
• Have you ever done anything that you wouldn’t normally do because you were with a group of people who were doing it?
• Have you ever questioned your point of view about something because everybody else around you felt differently?
• Have you ever assumed that something was “so” just because a lot of other people said it was so?
Asch Conformity Experiment

Exhibit 1

Exhibit 2

Solomon Asch, 1953
COFFEE CLUB

Prices:

Coffee (with or without milk): 50p
Tea (with or without milk): 30p
Milk only (in your own coffee or tea): 10p
Full cup of milk: 30p

Please put your money in the blue tin.

Thanks, Melissa.
The State of Dis-Union
The Political Divide
Whites 37%
Blacks 88%
Women 54%
Men 41%
Latino 66%
Asian 79%

Whites 58%
Blacks 8%
Women 42%
Men 53%
Latino 28%
Asian 18%
When we evaluate people based on issues, it is impersonal. When we evaluate people based on identity, we objectify them.
The Whole Foods/Cracker Barrell Divide
Perceptions of Race in Black and White: Do Blacks Suffer Discrimination?
Belonging Gap

Pew Research Center, June 2017
Impact of Media on Racial and Ethnic Attitudes
Interpretations

Interpretations
Fear is fed by what we are exposed to!
Three University of Iowa wrestlers arrested, suspended

Burglary charges pending for several burglaries in Marion area

Lee Hermiston, The Gazette
MARCH 24, 2015 | 8:16 AM

MARION — Burglary charges are pending against three University of Iowa wrestlers arrested on alcohol-related charges last week.

Marion Police Lt. Scott Elam said officers were called out to Hunters Ridge around 1 a.m. Wednesday for a theft-in-progress call. Officers were given the description of a suspect vehicle, which matched a vehicle seen in the area.

Police said the vehicle was driven by Ross

Four arrested in Coralville burglary investigation

One person punched, another knocked to floor in break-in

Lee Hermiston, The Gazette
MARCH 23, 2015 | 10:50 AM

CORALVILLE — Four men have been arrested in connection with a burglary investigation.

According to Coralville police criminal complaints, shortly before 4 a.m. on March 20, five suspects broke into a residence on Boston Way. Police said the suspects were looking for a gun. The burglars stole a TV, approximately $240 cash and a cellphone, police said.

Coralville burglary suspects Kwain Crawford, Milton Whitehead, Quentin D.W. Eatman and Curtis J. Johnson (left to right)
WHAT can we do to break the cycle?
Identify whether your challenges are...

Special Case     or     Common Case?

- Require specific, focused interventions
- Require comprehensive systems interventions
Start with yourself, by understanding your own biases.
Start watching, reading and listening to the “other” media sources!
Move from position taking to problem solving by trying on other people’s point of view.
Work from a set of principles, not just what makes you feel “right.”
Practice Personal Connection, Vulnerability, and Consciousness
Watch out for times when you are more committed to being right than to understand each other.
Pay attention to how shame and guilt cloud your view of things.
Cultivate Open-Minded Thinking
Honor Personal Narrative

What's your story?
Tools for Negotiation and Conflict Resolution
Take “the other” to lunch*

1. Agree on ground rules:
   – Don’t persuade, defend or interrupt
   – Be curious, authentic, and LISTEN

2. Ask four questions:
   – What are some of your life experiences that have led you to feel the way you do?
   – What issues deeply concern you?
   – What have you always wanted to ask someone from “the other side”?
   – Is there anything you would like to say to “clean up” the past?

*Adapted from Elizabeth Lesser
Be willing to acknowledge when you’re wrong, and apologize!
Create communities of support so that you do not get discouraged!
The Star Thrower

Loren Eisley
ReInventing DIVERSITY
Transforming Organizational Community to Strengthen People, Purpose, and Performance
HOWARD J. ROSS
Foreword by Julianne Malveaux

OUR SEARCH FOR BELONGING
HOW OUR NEED TO CONNECT IS TEARING US APART
HOWARD J. ROSS
BESTSELLING AUTHOR OF Everyday Bias
with JONROBERT TARTAGLIONE
Foreword by Johnnetta Cole

Everyday BIAS
Identifying and Navigating Unconscious Judgments in Our Daily Lives
HOWARD J. ROSS

@HowardJRoss